

“Heroes of Reinvention”

Introductory Comments
of
The Under Secretary of Defense for Acquisition and Technology
Dr. Paul G. Kaminski

to the
Hammer Award Ceremony
Fort Myer Officers Club, Fort Myer, VA

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Good morning. I would like to extend a very warm welcome to all of our distinguished guests, our awardees, and our other guests. Thank you for joining us here today to honor the over 500 people from throughout the federal government who are today receiving the Vice-President’s “Hammer” Award.

These individuals – Heroes of Reinvention – while a seemingly large number, are but a small, representative sample of the thousands of people who have been reinventing the federal government’s acquisition process. They have been doing so under the leadership of President Clinton, Vice President Gore and his National Performance Review teams, members of Congress on both sides of the aisle, agency heads throughout the federal government, and here in the Department of Defense, the Honorable William J. Perry.

Before I introduce the Secretary of Defense, I would like to recognize a few of our distinguished guests. If you would please stand for a moment as I call your name. . . we are privileged to have with us today:

- and The Honorable Steve Kelman, Administrator, Office of Federal Procurement Policy.

I would also like to recognize several groups of people who have been instrumental in implementing lasting acquisition reforms within the Department. Again, if you would stand as I recognize your group. . . we have with us:

- the Military Service and DoD Agency Acquisition Executives;
- key members of several Congressional Committee Staffs;
- the Federal Agency Procurement Executives;
- the “Section 800” Acquisition Streamlining Panel;
- the Defense Science Board;
- and last, but not least, the Acquisition Reform Senior Steering Group.

We are fortunate to have many other guests in the audience today as well. If you are. . .

- an agency official who provided leadership and support for the efforts of those being honored here today;
- or a family member or friend of an honoree;
- or an industry member who has assisted us in our efforts to improve defense acquisition processes;
- or simply one of those who has worked, perhaps silently, to implement acquisition reforms;

then you should know and take pride in the fact that your contributions are being honored here today. Without your help, and the help of many others who are unable to be with us here today, none of the great progress we have made would have been possible.

It is important to move from words to deeds. In that spirit, true reform—actions and deeds—come not only from good ideas, but from

dynamic leadership. The kind of leadership that can chart the course and keep us focused on the way ahead.

We've been extremely fortunate to have had that kind of leadership and support from the very top. I'm speaking of course, of the Secretary of Defense, Dr. William Perry. His vision is for DoD to become a "world class" buyer, by adopting more commercial-like processes, managing risk, and leveraging a globally competitive industrial base – all of which will support U.S. warfighters by getting advanced weapons and equipment fielded faster, cheaper, and at promised performance levels.

And so, the great progress that we have made so far can also be attributed to Secretary Perry's strong, and very public, support of our acquisition reform initiatives.

It is my distinct pleasure to serve on Secretary Perry's acquisition team. Without his vision and support, we wouldn't be as far along as we are today – or as certain of the direction we must continue to follow. Ladies and gentlemen, the Secretary of Defense, the Honorable Dr. William J. Perry.
